

GROWING BY LEARNING

2022 ANNUAL REPORT










2022 MDPI Annual Report

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“MDPI has grown by learning from program implementation, employing a continuous performance improvement approach.”

Budy Wiryawan
Chair of MDPI Board of Advisors



MESSAGE FROM OUR BOARD

MDPI is a pioneering non-governmental organization in Indonesia focusing on fisheries management and the empowerment of coastal communities. Established in 2013, our organization promotes responsible and sustainable fisheries practices for the benefit of fishers and the preservation of fisheries resources in Indonesia. Our vision is to build sustainable livelihoods for coastal communities through Indonesia's fish resources.

In our organization's management and program implementation, we prioritize principles of good governance, including accountability, responsibility, and transparency to stakeholders. This encompasses local communities, local and central governments, particularly the Ministry of Marine Affairs and Fisheries, the fishing industry, as well as national and international donors.

As we celebrate MDPI's 10th anniversary in 2023, our work programs have made significant contributions to the empowerment of coastal communities in Indonesia. Since our establishment, our activities have aimed to support the government's policies for effective fisheries management, fostering collaboration and engaging all stakeholders. Collaborative initiatives have been established in 8 provinces in central and eastern Indonesia. However, our performance is not solely measured by collaboration but by the improvement of coastal communities' welfare through sustainable fisheries management, aligning with our motto: "Happy people, many fish."

MDPI has grown by learning from program implementation, employing a continuous performance

improvement approach. Best practices in fisheries management have been implemented since 2014, such as the Fair Trade USA certification for handline tuna fishers. This has been followed by the achievement of the world's first certification for small-scale handline fisheries, the Marine Stewardship Council certification in 2020. In 2022, in collaboration with partners, we developed a fisheries data system for the formulation of the Tuna Harvest Strategy in Indonesian Archipelagic Waters (Fisheries Management Areas 713, 714, and 715). This strategy development exemplifies the science-policy interface, with MDPI actively supporting data availability through a recognized and legitimate data collection system.

In 2022, MDPI pioneered the implementation of the Fish Aggregating Devices (FADs) policy as outlined in the Ministry of Marine Affairs and Fisheries Regulation No. 18 of 2021. We facilitated the registration of the first legal FAD for small-scale fisheries. Moving forward, we will continue to develop good fisheries management with the support of our partners, donors, and through organizational capacity and internal social practice improvements, aiming for better governance. These efforts are intended to support the development of Indonesia's fisheries and create food and economic security for future generations.

On behalf of the Board of Advisors, I express my deepest gratitude to all our partners, board of trustees, management, and donors for their invaluable support.

Budy Wiryawan



VISION

Sustainable livelihoods in coastal communities and effective fisheries management in Indonesia.

MISSION

To empower coastal communities in Indonesia to actively participate in fisheries management, harness market opportunities and improve the sustainability of their fishing livelihoods.

MDPI was founded in 2013 with the aim of driving responsible and sustainable fisheries activities for the well-being of coastal communities and fishery resources across Indonesia.

Happy People, Many Fish®

Our organization started with a simple belief: that empowered, financially secure fishing communities are key in achieving fishery sustainability. We work with small-scale artisanal fisheries to foster sustainable, equitable, and traceable seafood supply chains. MDPI aims for real and robust long-term results in the communities we engage in.

“As we look ahead to our 10-year anniversary in 2023, we remain deeply committed to our mission and excited about the possibilities ahead.”

Yasmine Simbolon
MDPI Director



MESSAGE FROM OUR DIRECTOR

As we reflect on 2022, we are grateful for another year of growth for MDPI, overcoming challenges and achieving successes. We are pleased to have expanded our reach and impact in the small-scale fishery sector, including a new site in Bali and new opportunities with neritic tuna species. We also expanded to Kore in West Nusa Tenggara and Gorontalo, to support our data collection and co-management efforts.

We continued to build the capacity of coastal communities, foster collaborative partnerships, and promote sustainable livelihoods. Our efforts to strengthen the coastal economy included the capacity building of 75 local fisheries champions, development of financial literacy tools to train over 770 participants, reinforcement of fisher-led cooperatives and empowerment of their local representatives, and diversification of livelihoods with the strong involvement of fishers' wives.

We also published a best practices and lessons learned book demonstrating how MDPI's community development activities can lead to behavior change, and organized events to enhance understanding of sustainable fisheries, including World Fisheries Day with over 1,000 participants.

MDPI remained supportive of effective fisheries management, including through our co-management model, with 900 participants attending 12 Fisheries Co-Management Committee meetings across six provinces and one regional meeting. These meetings function

as platforms for cross-sector stakeholders, including central government and small-scale fishers to discuss and form an understanding, together in one room.

We renewed our memorandum of understanding with the Ministry of Marine Affairs and Fisheries, ensuring collaboration and increased synergy, and maintained our active involvement in the development of the Harvest Strategy as well as in discussions on national fisheries policies and regional fisheries management.

2022 saw us successfully support fishers from Bisa Island to apply for a Fish Aggregating Device (FAD) permit, resulting in the first-ever FAD legally registered in North Maluku and Indonesia for small-scale fishers. We also initiated a pilot project on the use of the new e-logbook system with 24 fishers and facilitated vessel registration for over 600 fishers, while continuing to build the capacity of small-scale fishers.

We sincerely thank our donors, partners, and all members of the MDPI family for taking part in our journey towards sustainable fisheries. As we look ahead to our 10-year anniversary in 2023, we remain deeply committed to our mission and excited about the possibilities ahead.

We look forward to continuing to work together with stakeholders to create a more sustainable and equitable future, especially through the empowerment of coastal communities.

Jaz



HIGHLIGHTS

The first legal Fish Aggregating Device in North Maluku

MDPI-assisted fishers from the Tuna Bisa Mandioli Cooperative took the steps to obtain the first-ever Fish Aggregating Device (FAD) Permit (SIPR) in Indonesia for small-scale fishers. They understand that FAD regulations play a crucial role in maintaining the balance between keeping our oceans healthy while enduring the impacts of capture fisheries, to further preserve the sustainability of fisheries resources. Learn more on page 14.

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Partnership with the Ministry continues

Since 2019, MDPI has been collaborating with the Directorate General of Product Competitiveness (*Ditjen PDSPKP*) under the Ministry of Marine Affairs and Fisheries to implement action plans related to small-scale fisheries management. In 2022, MDPI and the Directorate focused their efforts on fish quality, fishers and fisheries industry employees' welfare, sustainability of fish resources, and traceability of fishery products. The renewed Memorandum of Understanding has further strengthened the partnership and helped synergize activities.

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Site Expansion: Bali, West Nusa Tenggara, Gorontalo

In 2022, MDPI expanded its work locations to Bali, Gorontalo, and opened another site in West Nusa Tenggara, working with coastal communities in Kore. During initial assessments, we identified socio-economic conditions, supply chains, fishery data, and other supporting information in the provinces. Based on our analysis, Karangasem Regency and Gorontalo city had the most potential for fishery data and coastal community development. Learn more on page 19.



The fourth Regional FCMC

In July 2022, MDPI hosted the fourth regional meeting of the Fisheries Co-Management Committee (FCMC) Tuna in Bali, bringing together fisheries stakeholders from eight provinces, including fishers, suppliers, industries, academics, and the Ministry of Marine Affairs and Fisheries. As a step towards implementing participatory-based fisheries management, this meeting provided a platform to discuss challenges, opportunities, and the dissemination of policies on sustainable fisheries management. Learn more on page 16.

Indonesia-Philippines Dialogue on Harvest Strategy

The governments of Indonesia and the Philippines held a meeting to explore the possibility of cooperation in sustainable yellowfin tuna fisheries management. Both countries recognized the importance of cross-country collaboration to improve the effectiveness of the tuna Harvest Strategy.

Fisheries e-logbook trial

MDPI has been working with small-scale handline tuna fishers in Maluku and North Maluku to implement the new e-logbook system developed by the Ministry of Marine Affairs and Fisheries. With 24 vessels already participating in the trial, fishers have provided positive feedback on the digital format of the manual logbook. Learn more on page 13.



Capacity building of local fisheries champions

In addition to one-on-one coaching, MDPI has provided capacity-building opportunities for local fisheries champions. In 2022, MDPI organized several champion meetings in Bali, bringing together 11 champions from East Lombok, Bone, and North Minahasa to participate in field comparative study and share best practices.

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Smoked fish business as livelihood diversification for coastal communities

In Bone, the successful establishment of the Kembali Muda Mandiri cooperative, initiated by fisher wives, has provided livelihood diversification for coastal communities. The cooperative provides fishing logistics and support household businesses, including a smoked fish business initiated by the wives. The smoked fish products have reached the Bone and Makassar markets in South Sulawesi. Learn more on page 24.



Financial training for fisher-led cooperatives

MDPI is committed to enhancing the digital literacy of cooperative managers, who typically use manual ledger to record stocks, transactions, revenue, and incoming goods. At the end of 2022, MDPI conducted training in several project sites to help them develop their skills. This training focused on explaining the roles and functions of cooperative managers, preparing financial reports, sharing profits, creating work plans and annual budgets, and reporting cooperative activities and finances at the Annual Members Meeting.

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Congress of the Association of Indonesian Faculties of Economics and Business

MDPI's Director, Yasmine Simbolon, participated in the Congress of the Association of Indonesian Faculties of Economics and Business to share MDPI's objectives and activities. The event provided an opportunity to present MDPI's achievements and invite economic and business experts to support sustainable fisheries management in Indonesia.

MDPI ON THE MAP

WHERE WE WORK

MDPI has extensive experience in fisheries management across Eastern Indonesia, with activities implemented in 8 provinces. We work to secure real and robust long-term results in the communities we engage in through capacity building and community empowerment.



GORONTALO

- Fisheries Improvement Activities
- Fisheries Co-Management Committee

SOUTH SULAWESI

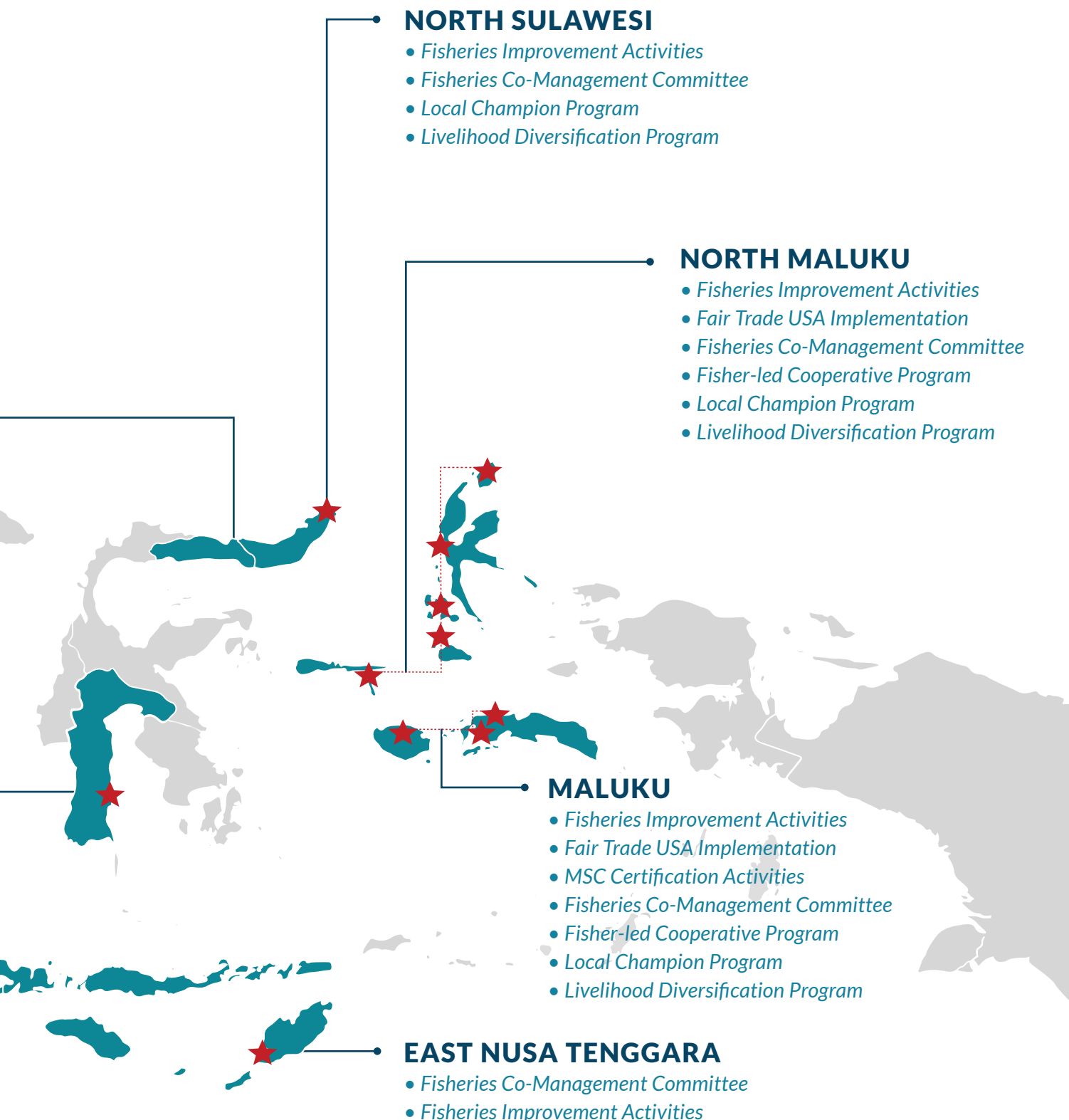
- Fisheries Improvement Activities
- Fisheries Co-Management Committee
- Fisher-led Cooperative Program
- Local Champion Program
- Livelihood Diversification Program

BALI

- Head Office
- Fisheries Improvement Activities

WEST NUSA TENGGARA

- Fisheries Improvement Activities
- Fisheries Co-Management Committee
- Fisher-led Cooperative Program
- Local Champion Program



We recognize the importance of aligning our objectives with those on a more global scale. Going into our ninth year of work, we continue to contribute to the Sustainable Development Goals.



★ MDPI OFFICE

HARVEST STRATEGY: EFFECTIVE MANAGEMENT FOR INDONESIAN TROPICAL TUNA

As the leading contributor of small-scale handline tuna fishery data, MDPI has been actively involved in implementing the Harvest Strategy, a fisheries resource management plan to promote sustainable fisheries, encompassing ecological, economic, and social aspects. MDPI has facilitated meetings with tuna stakeholders and handline tuna fisheries data workshops.



The Harvest Strategy was initiated in 2014 and underwent a development process until 2017, before entering the implementation phase in 2018. The Ministry of Marine Affairs and Fisheries led the development, with support from national fishery stakeholders. The Harvest Strategy Framework was created as an agreed-upon framework to achieve effective fisheries management. It consists of five management priorities, including restrictions on the use of Fish Aggregating Devices (FADs), closures of spawning areas and certain Fisheries Management Areas (FMAs), regulation on the number of fishing days and fishing vessels, and the establishment of Total Allowable Catch (TAC) limits for each FMA.

In 2022, MDPI partnered with the National Research and Innovation Agency (BRIN) and the Ministry to prepare and integrate data into the Harvest Strategy. We held Pre-Technical Workshop on Harvest Strategy for Tropical Tuna in the FMAs 713, 714, 715 to discuss monitoring systems for fishing activities, calculation of standard survey frameworks, and follow-up meetings for data review. All data preparation workshop results were submitted to the Western & Central Pacific Fisheries Commission (WCPFC) in July 2022 to support Indonesia's proposal on Other Commercial Fisheries.

Indonesia-Philippines Dialogue for Multilateral Fishery Management

Tuna is a migratory species that swims across international waters, making it an important commodity for nations within the Coral Triangle region, including Indonesia and the Philippines. Effective management of stocks requires multilateral fishery management among neighboring countries. Both countries discussed the potential for cross-border cooperation to strengthen the sustainable management of yellowfin tuna, a collaboration that will be implemented through coordination between the World Wildlife Fund Coral Triangle Program and MDPI, particularly for Harvest Strategy implementation.

FISHING LOGS: E-LOGBOOK PILOT PROJECT FOR FISHERS

Accurate and regular data collection is a critical component of sustainable fisheries management. MDPI collaborates with fishers, suppliers, and processing plants to gather data through port-side data sampling at landing sites and fishers' fishing trip records in logbooks.

Fishing logbooks are a dedicated tool for recording fishing activities, including catch numbers and types, fishing gear and bait used, time spent at sea, distance travelled, and details of the fishing trip. This information is manually entered into logbooks and stored digitally in I-Fish, a database developed to store and share small-scale fisheries data accessible by stakeholders such as the Ministry, Provincial Departments, or suppliers. Fishers can also record interactions with endangered and protected species, providing valuable information for species monitoring efforts.

In April 2022, MDPI introduced a new e-logbook system, a digital format of the manual logbook that fishers usually use, developed by the Ministry. MDPI conducted initial trials with 24 fishers in Maluku and North Maluku to test the new system. After successful testing, fishers transitioned from using the manual logbook to the e-logbook.

The system records the quantity of catch, species, fishing gear and bait used, and interactions with ETP species. MDPI monitored and evaluated the process with seven fishers in Seram to assess their comprehension, experience, consistency, and feedback in using the e-logbook system. The transformation from manual paper-based recording to digital recording is expected to provide valuable insights for data collection from small-scale fishers in the future.





FIRST IN INDONESIA: LEGAL FAD OWNED BY A FISHER-LED COOPERATIVE

Fish Aggregating Devices (FADs) can support fishing activities, however, many fishers lack the permits required to legally install FADs in Indonesian waters. The unregulated use of FADs has led to increasing pressure on fishers, necessitating a reorganization to manage marine space more effectively. To address this issue, the government has implemented policies to regulate the use of FADs, including the requirement for a placement permit that must be obtained before deploying FADs.

To support the implementation of FADs regulation policies, MDPI held a fisheries stakeholder forum in September 2022. During the forum, participants learned about the administrative processes required to obtain a permit and how to submit their application through the Online Single Submission (OSS) system.

The forum served as a platform to share information, experiences, challenges, and learning materials on FAD regulations among fisheries stakeholders. To register a FAD placed under 12 nautical miles, applicants can submit an Approval of Conformity for Marine Spatial Management (PKKPRL) document to the Marine

Spatial Management Directorate under the Ministry, then request a FAD placement permit through an OSS application. At the event, MDPI shared its experience of successfully assisting small-scale fishers in North Maluku to obtain their FAD legal permit.

The FAD registration was a collective achievement of the Tuna Bisa Mandioli Cooperative fishers from Bisa Island. They understand that FAD regulations play a crucial role in managing marine and fisheries resources responsibly and sustainably. MDPI facilitated the registration process and provided full support throughout the many steps of this lengthy process, including preparing

all required documents and data such as tidal data, currents data, wave height data, depths map, and socioeconomic data.

The successful registration of the first legal FAD for small-scale fishers in North Maluku and Indonesia in December 2022 is the result of joint efforts between MDPI, fishers, the Ministry of Marine Affairs and Fisheries, and the local government. This fisher-owned FAD is expected to set

an example for other stakeholders to register their FADs. This fisher-owned FAD is expected to be installed in the waters of Bisa Island in early 2023.

This achievement is a significant step towards the enforcement of legal and sustainable fisheries, and it is hoped that this initiative will set an example and encourage other stakeholders to follow suit by registering more FADs.



Illegal FADs can harm small-scale fishers. Large numbers of unregulated FADs can obstruct shipping lines and high numbers of operating purse seine vessels hinder the ability of small-scale fishers to catch adult fish.

I had to change my target commodity to reef fish so I could keep making a living. Some fishers even changed their profession to motorbike taxi drivers or gold miners.

Sarno La Jiwa
Handline tuna fisher

The first legal FAD in Indonesia owned by the Tuna Bisa Mandioli Cooperative is ready to be installed in the waters of North Maluku. FADs need to be regulated to keep our oceans healthy, while supporting fishing activities of small-scale fishers, who have been struggling to find fish.

The successful moment was celebrated with a document handing ceremony by the Head of Investment and Integrated One-Stop Services Agency and the Head of Marine and Fisheries North Maluku Department, to a representative of the Tuna Bisa Mandioli Cooperative, Sarno La Jiwa, during the North Maluku Fisheries Co-Management Committee in December 2022.



STRENGTHENING SYNERGY & COLLABORATION: FOURTH REGIONAL TUNA FCMC MEETING

MDPI, in collaboration with Provincial Departments of Marine Affairs and Fisheries, initiated the establishment of Tuna Fisheries Co-Management Committees (FCMC). These committees provide a platform for fisheries stakeholders, including small-scale fishers, suppliers, academics, and NGOs, to communicate and participate in management efforts.

The Ministry of Marine and Fisheries Affairs utilizes FCMC as an effective platform for disseminating information and policies. The regional FCMC gather representatives of eight Provincial FCMC: Maluku, North Maluku, West Nusa Tenggara, East Nusa Tenggara, North Sulawesi, South Sulawesi, as well as Northwest Sulawesi and West Papua facilitated by AP2HI and IPNLF Indonesia.

The fourth regional FCMC meeting was held on July 28th in Bali, with 148 participants in attendance. The Director General of Capture Fisheries from the Ministry of Marine Affairs and Fisheries, Muhammad Zaini, was present as a keynote speaker, and highlighted the concept of Measured Fisheries policies as an effort to balance economic benefits and ocean resources capacity, while keeping the advancement of small-scale fishers at the forefront.

Key discussion points included: increasing accessibility in vessel registration and obtaining fishing permits, regulating the distribution of subsidized fuel for small-scale fishers, regulating FADs, accelerating the implementation of Harvest Strategy at the national level, reinforcing port-side reporting systems for fish catch, and implementing the e-logbook system.



At the provincial level, regular FCMC meetings are conducted bi-annually to ensure that stakeholders stay informed about fisheries-related issues. FCMCs also discuss the challenges in provincial tuna fisheries management and work together in formulating effective management work plans for implementation. In 2022, the work plans included a focus on FAD regulation, catch data collection, fuel distribution, fisher legality, and vessel registration. A total of 12 regular FCMC meetings were conducted throughout 2022 with 738 participants.



FCMC Study Tour - In early 2022, MDPI facilitated a study tour for representatives of the West Nusa Tenggara FCMC to Buru Island, Maluku. The visit aimed to expand participants' knowledge of fishery product ecolabel certifications, such as Fair Trade and Marine Stewardship Council certifications. The participants also observed the daily lives of small-scale fishers on Buru, that might differ from Lombok fishers' activities. During the trip, participants met representatives of fisher associations in Waprea and Waepure villages, who shared their experiences in obtaining and maintaining certifications.



The measured fisheries policies aim to ensure balance between our economy and ecology. Both aspects complement each other and go hand-in-hand.

Muhammad Zaini Hanafi
Director General of Capture Fisheries-MMAF

WHAT IS NEXT FOR FCMCS?

Prior to the fourth regional FCMC, representatives from eight Provincial Marine and Fisheries Departments came together to clarify the departments' roles and responsibilities within the national action plan for Tuna-Cakalang-Tongkol Fisheries Management. 20 participants were involved in the Focus Group Discussion, including government representatives and key members from MDPI and AP2HI. The meeting also provided a platform for exchanging information and lessons learned, as well as determining the future of FCMCs and securing the necessary funds to ensure their sustainability.



ENHANCING FISHERS' CAPACITY AND PRODUCT QUALITY

The journey of fishery products from the sea to the market involves crucial handling and processing stages. How do small-scale fishers transport their fish from the sea to processing plants using their small vessels?

Handline fishers are highly skilled in catching fish, but what happens after is equally important. Proper handling is essential to prevent quality deterioration, which can result in lower selling prices. Recognizing the significance of this aspect, MDPI has partnered with the Nusantara Fishery Port to provide Best Practices Training (CPIB). The training aims to ensure the quality of fish caught at MDPI's project sites so that they meet both domestic and international export requirements.

Implementing good practices correctly is crucial: by employing appropriate methods, fishers can reduce the time needed for fish handling, thus maintaining fish quality for a longer period. Throughout 2022, MDPI facilitated 3 trainings in Seram, Bone, and Sula, involving 130 participants including fishers, local suppliers, village officials, and community leaders. These trainings equipped them with technical knowledge on fish landing techniques, blood handling, weeding, and storing fish in designated cold storage on board.

SITE EXPANSION: GORONTALO & BALI

In 2022, MDPI expanded its work to three new areas: Gorontalo, Bali, and started working in one new village in West Nusa Tenggara. We are supporting more coastal villages to enhance effective fisheries data collection and management, as well as build the capacity of coastal communities in the area.



Since 2013, MDPI has been actively involved in tuna fisheries management in various areas of West Nusa Tenggara. Our efforts have focused on data collection, institutional strengthening, and capacity building for coastal communities through the Fisheries Community Organization program. In 2022, Kore village in Bima Regency, West Nusa Tenggara, became one of our locations for yellowfin tuna data collection.

Gorontalo city is a strategic area for fish landing in Fisheries Management Area 715. We have conducted assessments in two fishing ports and two villages: Bongo village and Tanjung Kramat. Similarly, in Karangasem, Bali, we have assessed four villages: Sukadana, Laba Sari, Seraya Timur, and Antiga. Our program in these two new areas will be fully implemented in 2023, involving collaboration with partners and stakeholders in the region.

In addition to yellowfin tuna, MDPI also collects data of neritic tuna caught by small-scale fishers in Karangasem. The most commonly caught species by local fishers is known as 'awan', which is a local name for bullet tuna, nationally recognized as 'tongkol'. Bullet tuna is a valuable commodity in Indonesia, contributing to national food security and protein needs. However, its production numbers are minimally reported as many of these fish are caught by small-scale fishers in remote and small islands, making it challenging to compile comprehensive data.

In these important villages, we conduct port sampling and create frame surveys to gather data that supports effective neritic tuna fisheries management led by local and central governments.



MDPI ON THE MAP

REACH & ACHIEVEMENTS

As we continue implementing MDPI program strategy for 2020-2025, we strive to elevate fisheries management efforts including through data collection, community empowerment, and a range of capacity building activities for coastal communities in eastern Indonesia.



SCOPE OF WORK

33 VILLAGES
1313 FISHERS
39 SUPPLIERS
3 PROCESSORS



TECHNOLOGY E-MONITORING TRIPS

3004 TRIP TAKEN BY FISHERS
680 SPOT TRACE
400 REOLINK
17 PELAGIC DATA SYSTEM



COMMUNITY DEVELOPMENT

75 CHAMPIONS (5 PROVINCES)
♀ 25
♂ 50
469 COOPERATIVE MEMBERS (9 COOPERATIVES | 4 PROVINCES)
♀ 93
♂ 376



FISHER LEGAL REQUIREMENTS

644 TDKP
620 PAS KECIL
185 KUSUKA
351 INSURANCE

GORONTALO

EST. 2022

Activities in Gorontalo began in 2022 with a series of assessments in 2 villages and 2 fishing ports, including to determine potential community engagement and fisheries management, as well as preparing for the establishment of a co-management committee with relevant local stakeholders.

NORTH MINAHASA

EST. 2020

37
52
14
11,2 t

Mid-2021 saw MDPI's site office relocate from downtown Manado to North Minahasa regency, focusing on 1 village. Our programs continue to support co-management and community development efforts, including through capacity building and data collection at 2 landing sites including Manado, directly working with 50+ fishers.

Through fisheries co-management, community capacity building and continued collaboration with local government, MDPI has been actively involved with improving small-scale fisheries in the Bone regency. Since 2012, communities have been made more aware of the importance of small-scale fisheries, which have since been integrated into local management plans.

BONE

EST. 2012

13
69
13
1
60 t

MDPI has expanded its working area to Karangasem, Bali by developing a frame survey to support data collection for neritic tuna fisheries in 2 villages.

KARANGASEM

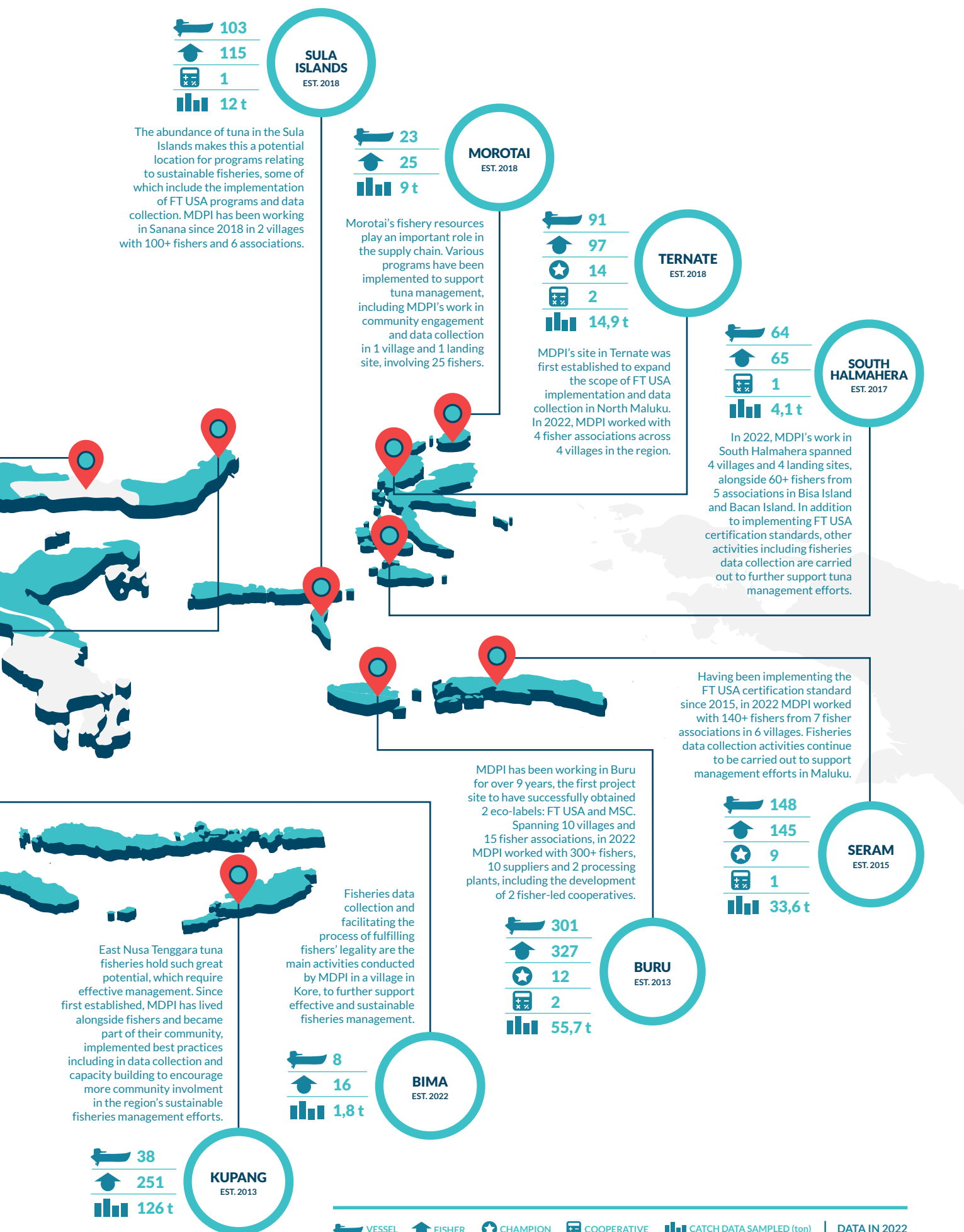
EST. 2022

As MDPI's first project site, Lombok has grown from focusing on data collection, to becoming a hub for fishers and other stakeholders to meet and exchange knowledge. In 2022, MDPI continued to support economic growth and community development for 150+ fishers and collected fisheries data in 4 landing sites.

EAST LOMBOK

EST. 2012

21
151
13
1
79,3 t





FINANCIAL LITERACY FOR FISHING HOUSEHOLDS AND COASTAL ECONOMIC DEVELOPMENT

MDPI is committed to creating a sustainable future for Indonesian fisheries. The high rate of financial illiteracy in these communities has motivated MDPI to improve financial management understanding among fishing households, given their crucial role in maintaining coastal economic sustainability.

Fishers and fisher wives play an important role in managing household finances, but often neglect their financial records to track daily income and expenditures, determine priorities, and manage investments.

Through financial literacy training, MDPI aims to empower fishing households with the skills to manage their finances effectively, enabling them to weather unexpected events, such as natural disasters, pandemics, off-seasons for fishing, illness, or accidents at sea. Furthermore, this capacity building program emphasize the connection between financial literacy and sustainable fisheries.

To make learning engaging and interactive, MDPI has developed a financial management board game called “Si Keong Nelayan” (which stands for Financial Management System for Fishers). The game includes local aspects of coastal life and habits to strengthen information delivery to the community. Before finalization, the game was tested with MDPI-assisted communities to garner feedback to perfect the game before implementing the training to coastal communities.

Before starting the game, MDPI conducts a briefing on basic gender inclusion. The game encourages players, consisting of teams of a husband and wife from a

fishing household, to share roles in managing their finances, providing an opportunity to discuss the importance of gender diversity in the fisheries sector and broader coastal economic development.

In 2022, a total of 774 men and women representing more than 450 fishing households were trained in Maluku, North Maluku, North Sulawesi, South Sulawesi, and West Nusa Tenggara . Players learned financial information and had fun during the simulation. Since attending, households have improved their understanding of their expenses and financial management. Some fishers can now buy their own gasoline without having to rely on other investors. The concept of sustainable fisheries in the game has encouraged responsible fishing practices and belief in environmental health for economic sustainability.

“My husband and I have been managing different categories of expenses for four months since we received this training. We are now able to set aside some of our income for savings.

Dina Rukmana

Chair of a business unit of Segara Harapan Jaya Cooperative in East Lombok



FINANCIAL LITERACY PHASE 2: SI KOMPAS NELAYAN

MDPI's financial literacy capacity building program has entered its second phase, with the development of a new simulation game called “Si Kompas Nelayan” (which stands for Simulasi Kelola Mimpi dan Asa Nelayan, a game of fisher's hopes and dreams). The game is designed to enhance coastal communities' capacity to achieve their financial targets, dreams, and aspirations. Players are expected to determine their financial priorities and identify the required tools to achieve them, including through business development and investment. Si Kompas Nelayan is undergoing trial runs to gather important feedback from beneficiaries and will be finalized in 2023.

WOMEN'S ROLE IN BUSINESS MANAGEMENT TO ENHANCE THE ECONOMY OF FISHING HOUSEHOLDS

Through its Fisheries Community Organization program, MDPI supports Fisher-led Cooperatives to strengthen the livelihoods of coastal communities. Out of 524 members, 96 women are actively involved in cooperative development as managers and members, 12 of whom also manage the cooperatives' business units.



Encouraging active involvement of women, MDPI-assisted cooperatives are fully operated by coastal communities. These cooperatives primarily provide logistical support and business capital for fishing activities, as well as facilitate fair transactions of local fishery products. The profits generated from cooperative businesses are shared among members as monthly net income, contributing to additional household income.

In recent years, MDPI has supported the establishment of cooperatives that are now able to provide business capital to their members. For instance, the Kembali Muda Mandiri Cooperative in the Bone Regency, South Sulawesi, has provided business capital to a group of fishers' wives for the production of smoked and salted fish, known as "ikan dempo". Mama Tuna Mandiri is a women-led Fish Processing and Marketing Group (Poklahsar) involved in processing fish products to promote economic self-reliance among fishers' households. The group aims to achieve legal status by forming a group-based micro or small enterprise to further develop the business and diversify livelihoods through various fish processing methods.



SUCCESS OF BUBULA MA CAHAYA COOPERATIVE

Many fishing groups have started to demonstrate their self-reliance in organizing themselves, including the Marimoi Fishers Group. After implementing the Fair Trade certification scheme for over four years, the Marimoi Fishers group transitioned to a more independent scheme through the Bubula Ma Cahaya Cooperative. The premium funds held by the group serve as capital support for the cooperative's business units development. Certification activities have empowered the fishers' group more and increased their confidence in selecting supply chains that can improve the economic well-being of fishing households. MDPI is confident that its assistance to the coastal community in Jambula village will continue to provide benefits in terms of capacity development in organizational, financial, and business management.

In East Lombok, West Nusa Tenggara, women in Seruni Mumbul Village play an important role in increasing family income through buying and selling fish under the fisher-led cooperative. The presence of the Segare Harapan Jaya Cooperative also fosters a desire and opens opportunities for them to be involved in fisheries management in West Nusa Tenggara, and contributes to the development of the region by diversifying livelihoods. Local fishers can now sell their daily catch, including fish and octopus, at fair prices. In addition, they can increase their daily income by selling plastic waste collected during fishing, which can be recycled through the cooperative.

As of 2022, other business activities conducted under MDPI-supported fisher-led cooperatives include:

- **Bupolo Bersatu Cooperative, Waprea, Buru Island**
Trading of basic commodities
- **Latamiha Indah Bersatu Cooperative, Waelihang, Buru Island**
Trading of fishing logistics and seafood products
- **Tuna Bersaudara Mandiri Cooperative, Amahai, Seram Island**
Savings and loan services
- **Bubula Ma Cahaya Cooperative, Jambula, Ternate**
Trading of fuel, oil, and seafood product
- **Tuna Mandiri Cooperative, Salumpaga, Tolitoli**
Trading of fishing logistics
- **Tuna Bisa Mandioli Cooperative, East Madapolo, Bisa Island**
Trading of seafood products



The cooperative has provided us, women, with a platform to enhance our skills in people management, bookkeeping, and business development.

Hernawati

Treasurer of Kembali Muda Mandiri Cooperative, Bone



WASTE MANAGEMENT FOR SUSTAINABLE FISHERIES

Since 2020, MDPI has embraced community organization as an approach to promote sustainable fisheries. One of our key priorities in the communities we support is combating ocean pollution through multi-level approaches, including collaborating with local waste banks and establishing village regulations.

In Seram, Maluku, a group of youths in Tehoru village became the main drivers of the development of a village regulation for local waste management. The extensive process, which commenced in October 2021, involved various activities such as conducting comparative study with neighboring villages to enhance waste management efforts and implementing regulations in Tehoru. The drafting process of the village regulation began with an assessment in the community, followed by Focus Group Discussions, public consultations, and ultimately, the approval of the regulation in April 2022.

In addition to drafting the village regulation, MDPI and the village authorities facilitated capacity building for environmental and school volunteers. Inspired by the enthusiasm of young people and village officials in Tehoru, the Tehoru Kalesang Sampah (TRASH) Indonesia

volunteer community was formed, primarily comprising students and youth groups. The volunteers play a crucial role in educating the community, particularly in promoting plastic waste collection and sorting at the household level.

Recognizing that most of the population in Tehoru are fishers, the waste management movement also actively involves them. The dedication of the youth has spurred the local government to take concrete actions against local waste issues. In October 2022, the TRASH Indonesia community and volunteers were officially recognized by the Maluku Regency government and joined forces with the Tehoru village government to tackle waste management. With the support of facilities such as waste transport provided by the Provincial Environment Agency of Maluku and access to the Integrated Waste



Waste Management to Support Tourism Village - In early October 2022, MDPI facilitated representatives from Minaesa village in North Minahasa Regency, North Sulawesi, to visit Denpasar and the tourism village Perancak in Bali. The visit was part of a capacity building training for village stakeholders to enhance the development of Minaesa as a tourist destination. Over the course of five days, participants learned from the experiences of Bali communities and took part in tourism-related workshops. The objective of this event was to provide insights for village stakeholders in finding solutions and improving the local economy while preserving the environment and promoting sustainable fisheries. Towards the end of 2022, Minaesa began drafting village regulations on waste management to support their vision of becoming a tourism village.

Management Site facilitated by the village government, Tehoru now effectively manages valuable waste that can potentially generate income for the village.

In November 2022, MDPI, along with TRASH Indonesia and the village government, organized the Tehoru Trash Action Movement (GATS), which involved social services and educational activities on waste separation

and sorting. To coincide with World Fisheries Day, TRASH volunteers organized a beach clean-up involving the entire community, including fishers, students, village officials, the military, and the local health center. In addition to separating valuable waste, sorting was conducted to facilitate the Brand Audit process, aimed at identifying various products and producers that contribute to environmental pollution.



CAPACITY BUILDING FOR CHAMPIONS AS CATALYSTS FOR CHANGE

MDPI identifies individuals with a strong sense of social awareness, interest, and potential to drive behavior change and become catalysts for change within their communities.

Since 2020, MDPI's Fisheries Community Organization program has supported 75 local Fisheries Champions, including 25 women, in our project sites. We assist them in enhancing their skills and knowledge through various activities, including a Champion Capacity Building event. The event took place in May 2022, in Denpasar and Nusa Penida, Bali, and involved 11 champions from East Lombok (4 participants), Bone (4 participants), and North Minahasa (3 participants). The objective was to exchange ideas about the future of the champion activities, and to align the champions' perspectives on their responsibilities, roles, and functions in promoting sustainable fisheries.

During this event, champions had the opportunity to observe and learn about local waste management, value-added fishery product processing, and cooperative management from local cooperative in Denpasar. They also acquired knowledge on seaweed powder production, fishing techniques from Suana village fishers, turtle conservation, and ocean waste collection. These capacity-building activities aim not only to expand their knowledge but also broaden their perspectives on the potential changes they can ignite, ultimately contributing to create a more sustainable future for all.

THE BENEFITS OF CERTIFICATION FOR FISHERS & FISHERY PRODUCTS

The Fair Trade USA Fisher Associations, supported by MDPI, are actively engaged in promoting sustainable fisheries management. Since 2013, the certification scheme has encouraged fishers to adopt sustainable practices in their daily fishing activities.

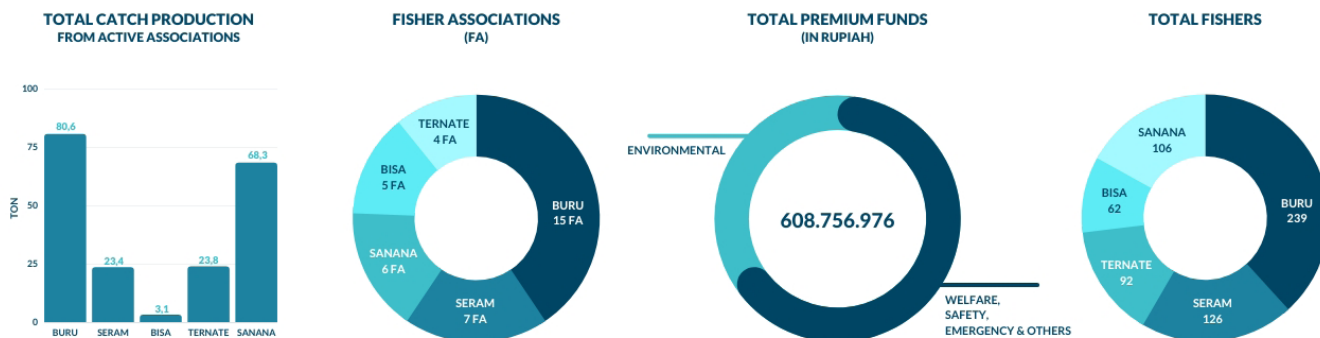
To effectively engage with coastal communities, MDPI believes in immersing ourselves in their villages. Our teams live and work alongside the fishers to observe and provide direct assistance for local fishing groups. This approach has empowered fishers to become more self-sufficient in managing their associations, organizing group meetings, and forming committees. We have witnessed their growth from initially reserved individuals to confident advocates for sustainable fishing practices. For instance, the Fair Trade Fisher Associations benefit from the ecolabel scheme, which has taught them and suppliers to be responsible fishery stakeholders, enabling them to compete in the global market.

The remarkable progress and benefits observed among fishers have inspired us to expand the implementation of fisheries certification to more fisher associations. Thus far, we have assisted in establishing 5 new Fair Trade fisher associations in Buru, Sula, Seram, and Ternate. Through collaborative efforts and active participation, we have achieved more year zero-certificates and become the first organization to collaborate with fisher groups, suppliers, and processing plants to implement three different certifications with distinct yearly stages.

Certification involves not only fishers but also other stakeholders including industries like Mitra Tuna Mandiri, which participate in the annual audit to ensure compliance with all certification standards. Following thorough auditor's risk assessments and general audits, all three MDPI-assisted processing plants – Harta Samudra Buru, Harta Samudra Ambon, and Mitra Tuna Mandiri Ternate – successfully passed the auditing process with full compliance scores. These processing plants serve as valuable additions to the Fair Trade implementers in MDPI's project sites.

FAIR TRADE IMPLEMENTATION

IN NUMBERS



COASTAL COMMUNITIES

PROMOTING SUSTAINABLE FISHERIES

Every year, MDPI actively participates in the celebration of World Fisheries Day and National Fish Consumption Day on November 21st by organizing Sharing Information and Data (SID) activities with fishers, coastal communities, and government stakeholders.



SID is a regular event aimed at disseminating the handline tuna fishery data collected by MDPI and sharing other relevant information. With the active participation of champions, fishers, and their spouses, SID activities are conducted in all MDPI's project sites.

More than 1,000 people, including 402 women, attended the SID and World Fisheries Day activities. On that day alone, over 100 kg of coastal waste was collected from villages in Maluku, East Lombok, and North Minahasa. These activities serve as a continuous reminder to the community about important aspects of supporting sustainable fisheries, such as the significance of data collection for effective fisheries management, the impact of coastal waste on fisheries, key fishery issues and challenges, and the introduction

of e-logbooks to fishers. Moreover, MDPI distributed catch reports from the respective regions over the past year. The goal is to raise awareness and provide ongoing motivation for all stakeholders in supporting sustainable fisheries management.

In addition to raising awareness and highlighting the role of small-scale fishers in sustainable fisheries management, MDPI involved all members of coastal communities in efforts to keep the sea free from plastic pollution. Regular educational campaigns on waste management were conducted, including beach clean-up and planting of 1,500 mangroves.

MDPI also supported waste management initiatives, including in-depth discussions on waste sorting in



Supporting sustainable fisheries - Coastal communities can contribute to sustainable fisheries through the collection of fisheries data and effective waste management practices

several villages in Seram, East Lombok, and North Minahasa. Following the beach clean-ups, MDPI provided education on the waste sorting process and its ecological and economic benefits. The community plays an active role in collecting and sorting plastic waste, which is then managed by the local village or cooperative.

The ecological awareness of coastal communities indirectly impacts the local economy. Scattered waste in the seawater disrupts marine ecology, hampers fishing activities, and poses risks to the livelihoods of coastal communities. Unmanaged waste has detrimental effects on both the environment and the general health of the community.

After the clean-up activities, MDPI assisted communities in conducting a brand audit in Tehoru village, Seram, by collecting data on the brands of waste found along the coast. In a single day, a total of 17 kg of waste, consisting of 1,655 plastic products was collected, with Ayudes, Ale-Ale, and Kiko brands identified as major contributors. Through beach clean-ups and brand audits, communities are expected to find long-term solutions to address waste issues in their villages.

FISHERIES ECOSYSTEM DRIVING FORCE

To improve fisheries management, MDPI ensures that coastal communities can continue to thrive. In addition to building partnerships, we empower and foster leadership within these communities.



Kasman Karim is a tuna fisher from North Sulawesi with 32 years of experience. Tuna fishers like Kasman in Minaesa, North Minahasa Regency, can spend months fishing overseas, making them known as skilled fishers from the tropical land of Minahasa. In 2021, Kasman and 18 other fishers formed the Talawaan Bajo Mandiri Fisher Group. Since joining the group, Kasman has been actively representing his community in voicing the aspirations of small-scale fishers in various local and national multi-stakeholder fisheries forums. According to him, fishers must be able to participate in discussions to expand their knowledge and information. He believes that tuna, which has long been a source of his livelihood, can become extinct if it is not managed properly. Therefore, Kasman is also dedicated to promoting positive change in Minaesa, including reaching out to other fishers outside the group to encourage responsible fishing practices and carrying out other important activities in achieving sustainable fisheries.

Anita is a member of the East Nusa Tenggara Fisheries Co-Management Committee. Since 2017, she has been actively involved in contributing to the operationalization of the FCMC, including attending provincial and regional meetings, coordinating with stakeholders, and implementing FCMC action plans. As the Secretary of the East Nusa Tenggara Tuna FCMC, she has been a driving force behind the collaborative efforts to improve the management of tuna fisheries in the province. Her determination, patience, and perseverance have enabled her to contribute to raising awareness on fishing permits, participating in Harvest Strategy meetings, strengthening statistical data on fishing activities, and accelerating licensing processes. She firmly believes in the power of good intentions and working together with like-minded individuals to achieve positive results.





ARIYANTI

Ariyanti, a member of the Bubula Ma Cahaya Cooperative in Ternate, North Maluku, has been actively involved in managing the finances and business of the cooperative since 2021. As the treasurer, Ariyanti often spends her afternoons diligently recording, weighing, and doing transactions for the cooperative's business units. Their fish, fuel, and oil businesses have become one of the backbones of the coastal community's economy. According to Ariyanti, "The cooperative has brought many benefits. Access to fuel is easier and fishers worry less about decreasing fish quality as products are immediately managed by the cooperative". Being part of a fishing household also motivated Ariyanti to actively participate in various efforts to improve the welfare of coastal families, including by exploring potential diversification of their livelihoods. Ariyanti has been a Jambula community representative and has effectively addressed her community's aspirations at Fisheries Co-Management Committee meetings, which gave her the opportunity to voice her opinion and be part of discussions alongside other fisheries stakeholders such as the government, academics, and representatives of the industry.

La Yamin, a handline tuna fisher from Maluku, was born and raised in Haruo, a small hamlet in Rutah Village, Ambon in the 1970s. His small boat with outboard motor is his main ride to catch tuna. As an experienced tuna fisher, La Yamin's motivation to achieve his sustainable tuna fishery dream cannot be underestimated. In 2015, he was one of the fishers who initiated the creation of a fisher group in his community, with MDPI's guidance. After establishing the Fair Trade Darah Tuna Haruo Group in 2015, La Yamin was trusted to become its first leader. He has now passed the torch to a younger fisher to continue his fight. Amidst his busy life as a tuna fisher, La Yamin actively encourages his colleagues to implement sustainable fisheries. Before group meetings, he is often taking the initiative to go door to door, visiting every house to ensure that all the members will attend the meeting. He is always willing to offer his home as a meeting place for fishers. La Yamin's dedication to sustainable fisheries management is evident in his daily activities as he provides routine logbook records and now carries his mobile phone to record his fishing activities in the e-logbook system while fishing at sea. La Yamin shared the pride he takes in his contributions: "I am happy to fill out the e-logbook directly on the boat while fishing and have the opportunity to contribute fisheries data to the government to achieve more effective fisheries management in the future".



LA YAMIN

MEET THE TEAM

MDPI is proud to have a team with diverse expertise and a shared passion for building a sustainable fisheries ecosystem in Indonesia. Our team members are committed to ensuring that our work benefits coastal communities across the country.



I Wayan Widiántara, or Bli Widi as he is known to his colleagues, has been an integral member of the MDPI team since 2014. Starting his journey as an Office Assistant, his hard work and dedication have since earned him a promotion to the role of General Affairs Officer. His attention to detail and responsibility towards his duties have been instrumental in ensuring the smooth running of MDPI's operations. Bli Widi's role includes maintaining inventory, providing logistical support, assisting in the financial and administrative processes, and ensuring the security and cleanliness of the office space. Bli Widi's colleagues describe him as a diligent, reliable, and curious. Despite not working directly in the field, his contributions behind the scenes have been vital to the success of MDPI's programs.

Siti Zulaeha, fondly called Leha by her colleagues at MDPI, joined the organization as a Fair Trade Assistant in 2018. Leha's excellent communication skills and quick adaptability have made her a popular figure among both her co-workers and the coastal communities MDPI serves. In recognition of her abilities and contributions, MDPI has entrusted her with the role of Livelihood Officer from 2023 onwards, where she will focus on building livelihood diversification activities for coastal communities across project sites. In her previous role, Leha was responsible for implementing the Fair Trade USA Certification Program and developing small-scale fisher-led cooperative businesses. Her expertise and experience in these areas have been invaluable to MDPI's efforts to improve the lives of coastal communities. Having worked in marine and fisheries programs in Eastern Indonesia for the past five years, Leha has proven to be a key part of the MDPI team.





Alief Dharmawan joined MDPI in January 2016, where he started his career path as the Site Supervisor in Kupang. His role was to provide tuna data and facilitate co-management activities. In 2020, Alief was entrusted with the responsibility of the Fair Trade program to provide premium data and audit materials to produce reports for Fair Trade stakeholders. Since, Alief has become MDPI's Cooperative Officer, where he is responsible for overseeing the administration of cooperatives and facilitating training to build the capacity of their representatives. Through his work with MDPI, Alief has had the opportunity to deepen his knowledge of fisheries and community development. He believes that loving what you do is an essential element of doing great work. His contributions have been invaluable to the success of MDPI's Fishery Community Organization program, thus helping improve the livelihoods of coastal communities.



Santri Dinalhusna started working with MDPI in 2017 as part of the Operations team and has since joined the Fisheries Program team. Santri's contribution to the successful implementation of various major activities, including Fisheries Co-Management Committee meetings both at the provincial and national levels, has been invaluable. Over the course of her six years with MDPI, Santri has developed strong communication skills, engaging with various stakeholders. In 2022, she began to be involved in several Fisheries program activities, such as the e-logbook project for small-scale fishers and placing observers on small-scale fishing vessels. Santri's work has provided her with the opportunity to meet many small-scale fishers assisted by MDPI and share stories about tuna fishing. Her experience has highlighted the importance of data collection and fisheries management in ensuring sustainable fisheries. Santri is proud to be a part of MDPI, an organization that makes a real contribution to small-scale fishers' livelihoods in Indonesia.



INVESTING IN CAPACITY BUILDING FOR LONG-TERM SUCCESS

In 2022, MDPI prioritized staff capacity building through participation in various trainings facilitated by external institutions on topics such as project planning, gender issues, and mental health. Moving forward, MDPI will continue to seek opportunities for staff to enhance their skills and knowledge based on individual and team needs.

Lessons learned through this series of training will help to further develop, enhance, and strengthen the existing systems currently implemented at MDPI.

Ida Ayu Adnyani
HR & GA Officer MDPI

MDPI is committed to developing the capacities of its staff to ensure their success in their roles and to foster professional growth. At the end of 2022, MDPI staff participated in external trainings facilitated by institutions such as Lingkar Madani, Annika Linden Centre, and the International Labour Organization Indonesia. These trainings focused on areas such as understanding gender-based violence, promoting diversity and inclusion in the workplace, results-based management and project planning, impact management and storytelling for positive change, and fostering psychosocial development. The aim of these trainings was to enhance organizational management knowledge and improve MDPI's human resource management practices, ultimately creating a healthy work environment for staff.

GENDER-BASED VIOLENCE PREVENTION WORKSHOP

MDPI participated in the International Labour Organization workshop, which addressed the importance of the contribution of women workers in rural areas, not only for local economic growth, but also for income stability for households and communities. Working with coastal communities in various villages in Eastern Indonesia, Recognizing the importance of integrating gender equality in its work with coastal communities in Eastern Indonesia, MDPI continues to raise awareness and understanding of gender issues. The focus of the training was on promoting gender-responsive actions, including social dialogue, company regulations, and daily work mechanisms. In addition, the training aimed to increase MDPI's awareness of sexual violence and implement measures to prevent violence and harassment in the workplace, ensuring a safe working environment.



PSYCHOSOCIAL TRAINING

Work-life balance is important in maintaining staff well-being, increase productivity, resulting in feeling satisfied. Understanding work-life balance requires attention, time, and energy and can lead to staff being healthier, both mentally and physically. MDPI attended a training conducted by Lingkar Madani and Yayasan Angsamerah on managing work life in a healthier way. The training aimed to deepen the organization's understanding of how to create a system that supports staff psychosocial and mental health, fostering a balance between personal and work life. MDPI sought to gain insights into various aspects of human resource management related to work-life balance, including recognizing signs of imbalance and their impacts, with the ultimate goal of improving overall employee morale and satisfaction.



HEADING INTO A DECADE OF MDPI

MDPI has been working in the small-scale fisheries sector since 2013, and for nine years MDPI has been working to empower small-scale fishing communities in Indonesia and driving sustainable fisheries activities for the well-being of coastal communities and fishery resources across Indonesia.

Behind the successful implementation of our programs, we are supported by a dedicated team with diverse expertise, aligned vision with our partners, and committed donors who have continuously supported MDPI's work.

Throughout our journey, we have witnessed the transformative impact that our work has had on coastal communities and the environment. We have seen fishing families gain better access to resources, improve their financial literacy, adopt sustainable fishing practices, and actively participate in decision-making processes. Moreover, our collaborations with government agencies, NGOs, academia, and industry stakeholders have allowed us to amplify our efforts and drive positive change at a larger scale.

As we head into A Decade of MDPI in 2023, we remain steadfast in our commitment to fostering inclusive and equitable partnerships, promoting innovation, and addressing emerging challenges to ensure the long-term viability of Indonesia's coastal ecosystems and the well-being of its fishing communities.

Thank you for having been a part of our journey thus far, as we continue to learn and grow. Together, we can create a future where sustainable fisheries and thriving coastal communities go hand in hand.

STAFF

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 Adjie Dharmasatya
 Agustina Nilam Ratnawati
 Ako Prasetyo
 Alief Dharmawan
 Amrollah
 Aqidah Nurul Wahidah
 Ardan Firmansyah
 Arroyan Suwarno
 Asis Buton
 Awaludin Hatapayo
 Bachori Dhian Pratama
 Dimas Erlangga
 Hairul Hadi
 Hajerah Sufiani
 Halid Sanahuyo
 Hasbullah Umaternate
 Hidayat Daeng Muhamad
 Hizran Sampalu
 I Gusti Ayu Anastasia Sukma Putri
 I Putu Agus Widi Pranata

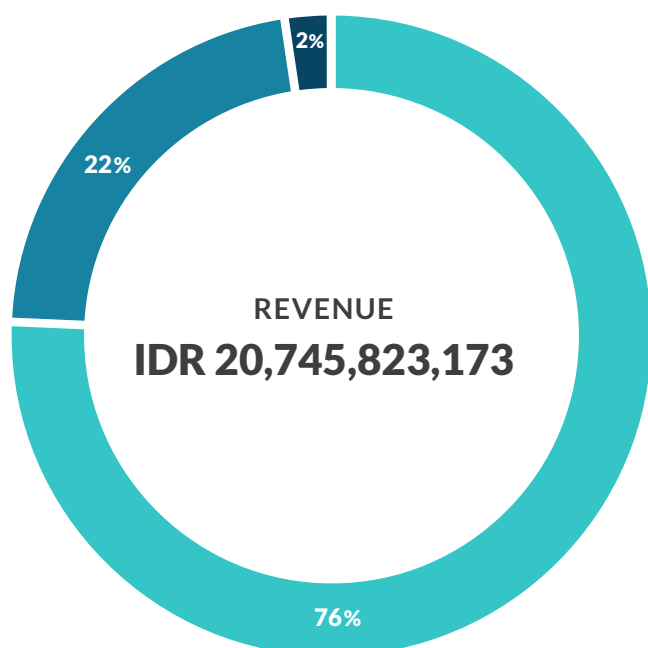
I Wayan Widianlara
 Ibrahim Tauhid
 Ida Ayu Adnyani
 Iksan Bessy
 Juliette Ezdra
 Kai Garcia Neefjes
 Karel Yerusa
 La Djamali
 Marselo Rivaer Manzanaris
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 Ni Made Artini
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Sahril
 Saldi Guntur
 Santri Dinalhusna
 Saut Tampubolon
 Siti Zulaeha
 Sri Sumiati Jalil
 Sufira Audila Morotiya
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 Yasmine Simbolon
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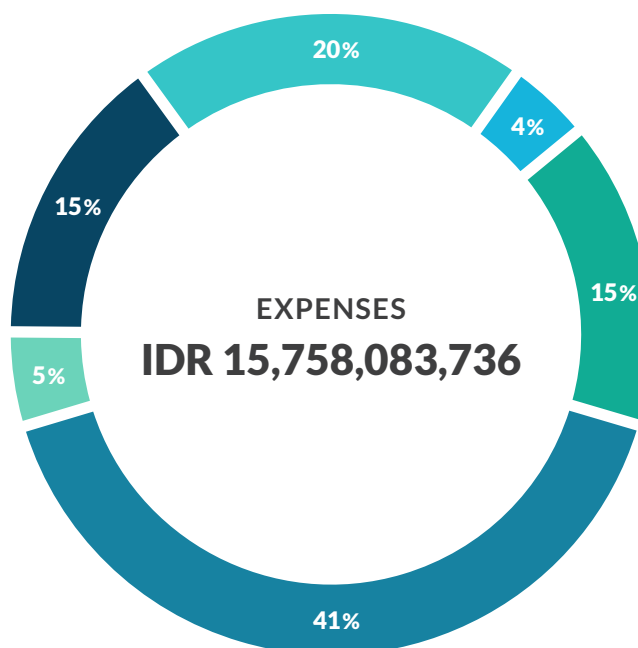
INTERNS

Hilmi Mahara Saputra
 I Gusti Ayu Widya Ari Cahyathi
 Jovita Larasati Poetri
 Julfikram Robo
 Leika Setyaji Riodipoero
 Ni Wayan Meyla Anjani Mahaswari
 Puspi Eko Wiranthi
 Rajab Tasane

FINANCIAL REPORT



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 Public Funding & Multilateral



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